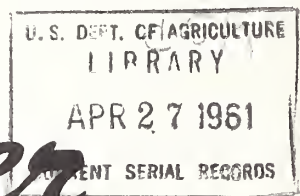


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# Newsletter



GRADUATE SCHOOL ★ USDA

May 2, 1960

To the Faculty, Committee Members and  
others associated with the Graduate School:

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## MAY CALENDAR

16	Deadline for applications for scholarships in 1960-61
27	Spring semester ends
31	Registration for summer session
June 3	Faculty Luncheon - "The Bulldozer and the Rose" Garnet Jex and Dana E. Doten will show slides of Southwest Washington during redevelopment

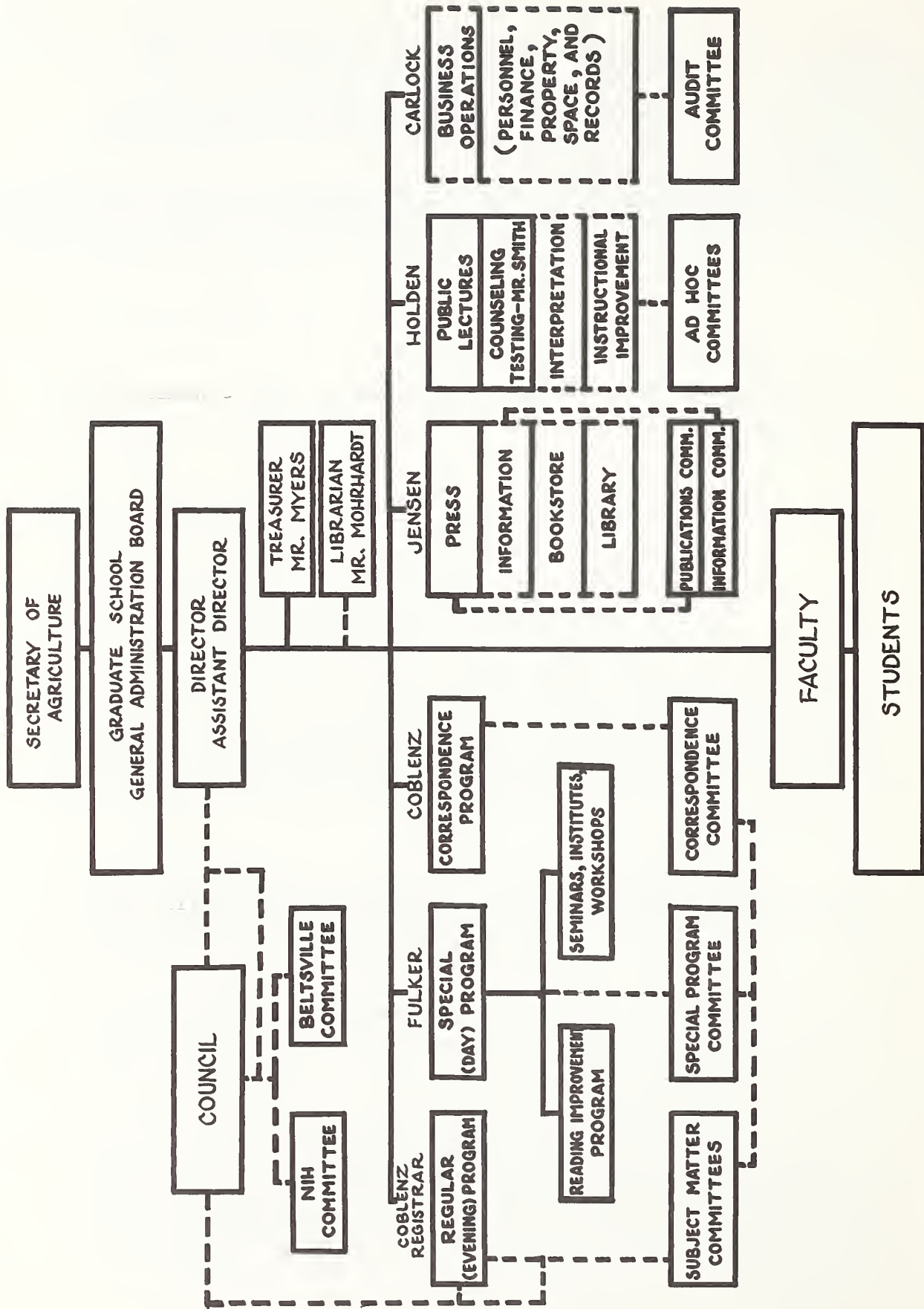
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A new venture in the Graduate School began April 8 when our General Administration Board voted to set up a committee on special programs. The establishment of this committee is a reflection of our rapidly changing world and our need for meeting change constructively and creatively.

This special programs committee will guide the Graduate School in planning, conducting, and evaluating daytime special courses, institutes, seminars, and other offerings made possible by the Government Training Act.

Henry G. Herrell, Agricultural Marketing Service, has agreed to serve as chairman of the committee and as a member of the Graduate School Council representing the program.

All of the names on the new roster are well known in the Graduate School. They are: Mark Woods for biological sciences; Kenneth W. Olson for languages and literature; Walt R. Simmons for mathematics and statistics; William T. Wolfrey for office techniques; Mildred Benton for physical sciences; John L. Wells for public administration; Harry C. Trelogan, for social sciences; and Henry A. Sawchuk for technology.



Joseph Winslow of the White House staff; J. Kenneth Mulligan of the Civil Service Commission and H. A. Rodenhiser of Agricultural Research are also members. The chart on page 2 shows how the committee fits into our organization.

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The operation of modern laboratories is essentially a new undertaking, one of extreme complexity, and quite different from the administration of other kinds of activities, Charles V. Kidd observed in the fourth of the Jump-McKillop Lectures in Public Administration.

Dr. Kidd, who is chief of the Office of Program Planning at NIH, was speaking on the influences of scientific and technological trends on administration.

Elaborating on the point, he said: "The concept of the power hierarchy and its operation that pervades thought about public administration must be applied in a careful and limited sense--if it is applied at all --to the operation of laboratories.

"In non-research organization, the administration is in a sense the reason for the existence of the organization. For laboratories, administration is a service.

"A research organization provides a home for the investigator, but it is not necessarily the focus of his intellectual and emotional loyalties. The scientist looks to his peers in his discipline for his deepest rewards and attachments. These peers may be in his laboratory or half-way around the world. They are certainly not in the front office. They can judge, reward, and punish him more effectively than those in the formal administrative structure of which he is a part. This makes it particularly difficult to establish and achieve institutional goals.

"The objective of administration of science is not to try to do away with the conflict between the individual and organization, but to use it. This requires a new kind of administrator who understands that he is the ambassador from science to the world of social and political pressures and the agent through which science adapts to these pressures."

\* \* \*

The size of an operation rather than the source of its funds determines its organization as a bureaucracy, we were reminded by Marshall Dimock of New York University in the final lecture in the Jump-McKillop series in public administration.

Dr. Dimock noted that this idea, considered heresy only a few years ago, is now widely accepted in business and public administration.

Bureaucracy is order, uniformity, and standardization. The larger a corporation becomes, the more governmental...the more political...the more bureaucratic it also becomes, the less it can exist on a face-to-face basis; the more it must operate by complicated rules.

Bureaucracy becomes pathological when it is carried too far, when rules become the stock in trade. Its very impersonality makes bureaucracy a foe to responsiveness. Individuals become lost in the group. No one takes responsibility.

Dr. Dimock said that administrative vitality in an organization can be measured by such things as energy, high morale, and efficiency. Where there is administrative vitality, the organization can make continuing adjustments to change.

The source of administrative vitality is to be found in the institutional philosophers, who think about goals, policies, human relations, and public relations.

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The scholarships, mentioned in our calendar, are those awarded by the Graduate School each year to promising young Federal employees in the metropolitan area.

The 35 scholarships providing free tuition for one course each are awarded on the basis of the student's potential and need for training for career advancement. Each agency has been allotted a number of candidates proportionate to the number of students in the Graduate School during 1959 and 1960.

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Alumni of the Graduate School and students now taking correspondence courses questioned me about possibilities of special courses when I spoke to a joint meeting of the USDA Club and the Puerto Rican Society of Agronomy in San Juan, April 22, I was much impressed by the high interest in adult education and graduate work, and I assured those with whom I talked that we will cooperate with the University of Puerto Rico, the Federal Extension Service, and other institutions and agencies wherever we can serve. The speech was a busman's holiday on the week's vacation that my family and I spent in San Juan.

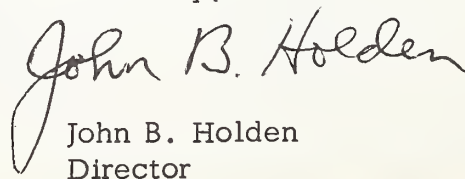
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#### AMONG OURSELVES

Congratulations to:

Paul H. Gantt, new Assistant Solicitor, Interior; Adrian F. Richards, new acting executive secretary of the Division of Earth Sciences, National Science Foundation; Patricia McGerr, whose most recent book, "Martha, Martha" was released by the Kennedy Company, March 20.

Sincerely,

  
John B. Holden  
Director